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While still on the subject of [REDACTED] I would like to add a word about the suitability of OC and OFC for JOT's. Neither course, it seems to me, is entirely suitable for the JOT as basic training in the methods and procedures of the Agency. The chief aim of OC is training in the techniques employed by the field case officer; while the principal objective of OFC is "familiarization" with the administration of projects from the Headquarters point of view. OFC is predicated on a basic familiarity with Headquarters desk functions and procedures, a knowledge which few JOT's have. The JOT in OFC is faced with the paradoxical situation of being put at a disadvantage because he is not already familiar with the subject or because he lacks the necessary background to profit fully from the instruction. In OC the student receives training in field techniques, and then he is assigned (or returned) to an area desk where he works for a period of one to two years before going overseas. The field techniques which he has just learned, while they may be useful as background, do not prepare him for desk work, and many of the field skills he may have acquired will grow rusty during the waiting period. This is only a sketchy analysis, but I think it points up the problem. I have discussed this at some length with CI/OFC and CF/OS, and although I have no intention of speaking for them, I believe that they agree with me at least part of the way.

Basically the problem is that OC and OFC are trying to be all things to all men with the result that they are satisfactory to none. These courses are trying to train newcomers, returning field officers, headquarters desk officers, and support personnel all at the same time. I believe it is a mistake to train all these types in the same course and to judge them by the same standard. There should be one course to provide basic training for JOT's and other newcomers and another course for review and advanced training for experienced personnel. It is not so much a matter of the instructional material presented as it is of the method of presentation and the amount and quality of practical work expected from the students. There are probably several solutions to this problem, but I won't go into them here except to say that the creation of a new "JOT course" is not the only solution.

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